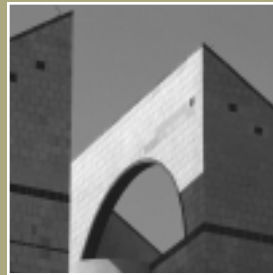
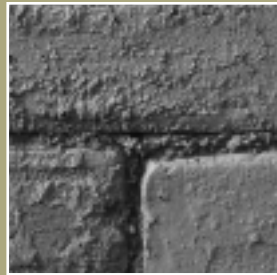
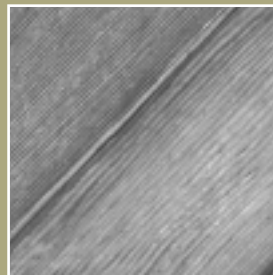


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STRATEGIC PLAN



05

California Architects Board

Public Protection Through Examination, Licensure, and Regulation

20

## STRATEGIC PLAN

05

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## ■ ■ Introduction

Each day, millions of Californians work and live in environments designed by licensed architects. The decisions of architects about scale, massing, spatial organization, image, materials, and methods of construction impact not only the health, safety, and welfare of the present users, but of future generations as well. To safeguard the public health, safety, and welfare; reduce the possibility of building failure; encourage sustainable and quality design; and provide access for the disabled, those who are authorized to design complex structures must meet minimum standards of competency. It is equally necessary that those who cannot meet minimum standards by way of education, experience, and examination be prevented from misrepresenting themselves to the public.

The California Architects Board (CAB) was created by the California Legislature in 1901 to safeguard the public's health, safety, and welfare. The activities of CAB benefit consumers in two important ways.

First, regulation protects the public at large. The primary responsibility of an architect is to design buildings, which are safe, durable, functional, satisfy reasonable environmental standards, and contribute esthetically to the surrounding communities. To accomplish this, the architect's design must satisfy the applicable requirements of law and also must be a correct application of the skills and knowledge of the profession. It should be emphasized that the results of faulty design may be injurious not only to the person who engages the architect but also to third parties who inhabit or use the building.

Second, regulation protects the consumer of services rendered by architects. The necessity of ensuring that those who hire architects are protected from incompetent or dishonest architects is self-evident.

CAB is one of the boards, bureaus, commissions, and committees within the Department of Consumer Affairs (DCA), which is part of the State and Consumer Services Agency under the aegis of the Governor. DCA is responsible for consumer protection and representation through the regulation of licensed professions and the provision of consumer services. While DCA provides administrative oversight and support services, CAB has policy autonomy and sets its own policies, procedures, and regulations.

CAB is composed of ten members: five public and five architects. The five architect members are all appointed by the Governor. Three of the public members are also gubernatorial appointees; while one public member is appointed by the Assembly Speaker and the other is appointed by the Senate Rules Committee. Board members may serve up to two four-year terms. Board members fill non-salaried positions but are paid \$100 a day for each meeting day and are reimbursed travel expenses.

Effective July 1, 1997, the Board of Landscape Architects' regulatory programs came under the direct authority of DCA. During the period of July 1, 1997 through December 31, 1997, CAB exercised all delegable powers under the provisions of an interagency agreement between CAB and DCA. Effective January 1, 1998, CAB assumed administrative responsibility for regulating landscape architects. Under the enabling legislation, the Legislature created a Landscape Architects Technical Committee (LATC) which acts in an advisory capacity to CAB. The Committee, which consists of five licensed landscape architects, performs such duties and functions that have been delegated to it by CAB.

## ■ ■ Background on Strategic Planning

To meet the changing demands of an increasingly diverse population, growing interstate and international economic transitions, and changing public expectations, CAB takes an active role in planning its future. Like other regulatory agencies, CAB must be responsive to the public interest while at the same time working with resource constraints.

CAB first convened a special meeting of its members and senior staff on October 17 and 18, 1994, to conduct a strategic planning process for the organization. CAB spent the next six months refining the plan and developing an action plan to implement the goals the organization had identified as central to meeting its mission and vision. On April 19, 1995, CAB approved its first strategic plan designed to guide the Board. CAB reviews and amends the plan annually; the CAB Executive Committee monitors plan implementation on a regular basis.

In each subsequent year, CAB has reviewed and updated the strategic plan in response to changing conditions, needs, and priorities. At each session, the Board reviews progress on objectives over the previous year, updates the environmental scan in response to changing economic and technological climates, reviews its mission and values statements, and strategizes to meet the challenges of the coming year.

CAB's committees and task forces are charged with developing detailed descriptions of the key strategies used to implement each objective.

The LATC develops its own strategic plan for regulating landscape architects. Its plan is reviewed and approved by CAB, and the LATC is responsible for implementing its own strategic plan. The LATC adopted its first strategic plan on April 16, 1998; subsequently, the LATC strategic plan was approved by CAB at its May 14, 1998 meeting. The LATC continues to update its plan annually.

## ■ ■ CAB External Environment

In developing its strategic plan, CAB assesses the external factors which significantly impact the field of architecture in general and CAB's mission in particular. The nine external factors identified at the sessions are:

- Consumer and client issues
- Architectural practice
- Architectural education and training
- Construction Industry
- Economy
- Government approach
- Interstate and international practice
- Demographics
- Information technology

Although these external factors influence architecture throughout the U.S., the setting for architectural practice in California is distinct from that of other states in terms of the breadth, magnitude, and complexity of the individual circumstances that create its context. California's physical size, large and diverse population, varied landscape and climate, high seismicity, distinctive legal framework, and massive economy create an unusually demanding context for architectural practice. Additionally, the varying interplay of these conditions for specific projects gives rise to more complicated settings for the conduct of architectural practice in this state. These factors are delineated in detail in Appendix B on page 21.

In 2001, CAB conducted a job analysis survey of the profession to identify and quantify the minimum architectural skills and competencies necessary to ensure the public health, safety, and welfare. The survey results assigned top importance to issues that related to (in order of importance):

- Laws, codes, regulations, and standards
- Communication of design solutions for project implementation
- Relationships with relevant regulatory agencies
- Role of architect in relation to client and users
- Program information related to design solution
- Integration of appropriate building systems and materials
- Relationships with consultants and team members

A review of these items revealed that laws, codes, regulations, and standards ranked highest in this latest survey, followed by design solutions and scope, and architect's role in relation to regulatory agencies and client. Water infiltration followed by codes and regulations ranked highest in a survey conducted more than a decade earlier. This suggests that the profession is becoming more sophisticated and is accepting an expanded level of challenge. Building mechanics and technical considerations are still very important, but they have been joined by concerns dealing with design solutions, regulations and regulatory agencies, and the expanding role of the architect as he/she interacts with clients, users, and other consultants.

## ■ ■ Key Strategic Issues

While discussing the external environment, a number of issues were identified by CAB in the areas of education, experience, examinations, and the current supply of architects. CAB recognizes that these broader issues are interrelated and require attention. CAB has identified six specific key issues facing the organization: enforcement, post-licensure competency, internship, information technology, education, and the National Council of Architectural Registration Boards' (NCARB) relations. CAB determined the details of each issue and methods by which it may address each of them.

### ENFORCEMENT

CAB's enforcement staffing and budget have increased dramatically in the last decade with more resources dedicated to setting professional standards and investigating consumer complaints.

While the Regulatory and Enforcement Committee (REC) has made great strides in improving the complaint handling and disciplinary processes, complex policy questions regarding responsible control and construction observation need to be addressed. Other key enforcement issues include:

- Compliance with building codes especially those affecting occupant health and safety and accessibility for people with disabilities;
- Potential increase in unlicensed practice activity;
- Rules governing architectural business names and use of the terms "architect," "architecture," and "architectural," as well as associations of licensed architects with unlicensed individuals; and
- Definition of responsible control in light of electronic document preparation, geographically remote project staff, etc.

### POST-LICENSE COMPETENCY

In fall 1998, CAB conducted five customer focus group meetings to gather broad-based input for the annual update of the Board's strategic plan. During the focus group meetings, some questions were raised about the post-licensure competency of architects. As a result, the Board created the Task Force on Post-Licensure Competency to study this issue, to consider CAB's role in ensuring licensees' continued competency, and to investigate possible solutions, including the possibility of mandatory continuing education for all California-licensed architects.

In March 2000, CAB contracted with Professional Management and Evaluation Services, Inc. to conduct a scientifically-defensible statewide study of the post-licensure competency and professional development of California architects in order to provide CAB with valid and reliable data upon which to make future policy decisions about these issues.

The survey was sent to California-licensed architects; allied design professionals (engineers and landscape architects); California general building contractors; regulators (building officials, plan checkers, and planners); end-users (clients and developers); and forensic, insurance, and legal professionals. Numerous scientific analyses were conducted to determine that the data were reliable.

Based on the results of the survey and the recommendations of the Task Force on Post-Licensure Competency, CAB concluded that: 1) Overall, California architects do not have serious or significant post-licensure competency problems; 2) At the present time, a broad-based, mandatory continuing

education program is not warranted; and 3) CAB will continue to review the need for targeted actions to correct or improve identified areas of potential competency problems as they relate to public health, safety, and welfare. The identified areas of potential competency problems include:

- Coordinate consultants' work products to avoid conflicts in documentation and additional costs and time delays;
- Appropriate review and check of documents to avoid design conflicts, schedule delays, and increased costs;
- Appropriate observation procedures during site visits to identify potential construction problems and avoid added cost and time;
- Clear communication of technical instructions, design decisions, and changes to consultants in a timely manner to minimize errors and to meet schedule; and
- Code issues that span multiple areas.

## INTERNSHIP

Over the years, CAB has sought to set appropriate standards of entry into the practice in order to balance the need to protect the public with the need to ensure that unreasonable barriers to entering the practice are not established. CAB is concerned about the minimum level of competency of its candidates as derived through their internship. Virtually all architectural licensing boards have a three-year experience requirement in addition to the five-year educational requirement (or the equivalent). Presently, 49 U.S. jurisdictions require completion of the Intern Development Program (IDP) as prescribed by NCARB. Completion of IDP not only helps ensure the minimal competence of architectural candidates, but also facilitates interstate and international practice.

CAB has determined the public would benefit from a required structured internship program. The goals of such a program would be to 1) improve the competency of entry-level architects, and 2) facilitate reciprocity. To this end, CAB sought regulatory changes to require completion of IDP effective January 1, 2005. In response to concerns over the "seat-time" (number of hours) nature of IDP, CAB also implemented a requirement for a component which provides evidence and documentation regarding the intern's experience. The evidence-based program developed by CAB is called Comprehensive IDP (CIDP).

## INFORMATION TECHNOLOGY

Rapid changes in information technology continue to have dramatic impact on the profession of architecture. As the profession adapts to these changes, CAB needs to monitor how changes in practice necessitate changes in regulation. Electronic seals, plan checking, permitting, and data transfer are some of the issues CAB must address.

CAB must continue to utilize the most advanced technologies to manage and improve its internal operations. The Governor has made "electronic government" (e-government) a priority, so CAB must be prepared to address electronic application filing, license renewal, and expanded information dissemination.

CAB charged the REC with continuing to monitor the impact of emerging technologies in the field of architecture on CAB's ability to ensure public health, safety, and welfare.

## EDUCATION

CAB's main area of responsibility regarding education is in the establishment of requirements for licensure. CAB currently requires five years of educational equivalents as a condition for licensure, but defines educational equivalents in a number of ways, including work experience under an architect.

CAB's role with architectural education is identified as:

- Setting educational requirements for licensure in California.
- Influencing national education policy through collateral organizations.
- Providing students and candidates information on licensing.
- Serving as an information resource to the state's architectural education community.

CAB has determined that the state's architectural schools comprise one of its key constituent groups. The October 1999 Education Summit identified the need for CAB to establish an ongoing relationship with the state's architectural programs to coordinate communication and to provide needed information. CAB held the 2001 Education Forum in conjunction with The American Institute of Architects, California Council's (AIACC) Monterey Design Conference at the Asilomar Conference Center. The Education Forum reinforced the belief that CAB should continue to work in partnership with schools of architecture and the AIACC to facilitate information exchange and problem solving. The 2002 Architectural Educator/Practitioner Workshop, held in October at Woodbury University, also showed the value in collaborating with schools. CAB will fine-tune its relationship with the schools and work to better inform students about licensure, professional practice, and the Board.

CAB is planning to hold an Architectural Educators/Practitioners Workshop in 2005 to focus on how schools are preparing students for internship.

## NCARB RELATIONS

CAB's goal is to influence NCARB's decision making to benefit its constituency – the public of California. That public includes licensees who are certificate holders, candidates who are taking the exam, and interns participating in IDP. To that end, CAB members devote hundreds of hours working on NCARB committees creating the exam, improving IDP, negotiating international agreements, etc. At the same time, CAB provides input on how it believes NCARB can build on its successes and continue to improve. Fortunately, the NCARB Board of Directors and their staff have become more responsive and are moving to improve their services, but CAB feels more needs to be done in many areas.

CAB will continue to seek leadership positions and build on relationships established by previous Board members and to increase its presence on NCARB committees and on the NCARB regional counterpart, the Western Conference of Architectural Registration Boards (WCARB). CAB will continue to work with other large states (e.g., Florida, Texas, New York) and with WCARB member boards, recognizing common ground in practice and recognizing reciprocity as an issue of consumer protection.



## ■ ■ Mission

The mission of the CAB is to protect the public health, safety, and welfare through the regulation of the practice of architecture and landscape architecture in the state by:

- Ensuring that those entering the practice meet standards of competency by way of education, experience, and examination;
- Establishing standards of practice for those licensed to practice;
- Requiring that any person practicing or offering to practice architecture be licensed;
- Protecting consumers and users of architectural services;
- Enforcing the laws, codes, and standards governing architectural practice in a fair, expeditious, and uniform manner;
- Empowering consumers by providing information and educational materials to help them make informed decisions; and
- Overseeing the activities of the LATC to ensure it regulates the practice of landscape architecture in a manner which safeguards the well being of the public and the environment.

## Vision

CAB will play a major role in ensuring that architects provide the highest quality professional services.

- California architects will possess the knowledge, skills, and abilities enabling them to meet the expectations of clients and consumers.
- California architects will be competent in all areas of practice and will adhere to high standards of technical competency and professional conduct.
- Candidates will have access to the necessary education and training opportunities.
- Consumers will have information they need to make informed choices for procuring architectural services.

## Values

CAB will strive for the highest possible quality throughout all of its programs, making it an outstandingly effective and efficient architectural regulatory organization.

To that end, CAB will:

- Be participatory, through continuing involvement with NCARB and other organizations;
- Be professional, by treating all persons who interact with CAB as valued customers;
- Focus on prevention, providing information and education to consumers, candidates, clients, licensees, and others;
- Be progressive, utilizing the most advanced means for providing services; and
- Be proactive, exercising leadership among consumer protection and professional practice groups.

## Goals

The CAB has established six goals, which provide the framework for the results it wants to achieve in furtherance of its mission.

### **PROFESSIONAL QUALIFICATIONS**

Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.

### **PRACTICE STANDARDS**

Establish regulatory standards of practice for California architects.

### **ENFORCEMENT**

Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

### **PUBLIC AND PROFESSIONAL AWARENESS**

Increase public and professional awareness of CAB's mission, activities, and services.

### **ORGANIZATIONAL RELATIONSHIPS**

Improve effectiveness of relationships with related organizations in order to further CAB's mission and goals.

### **ORGANIZATIONAL EFFECTIVENESS AND CUSTOMER SERVICE**

Enhance organizational effectiveness and improve the quality of customer service in all programs.

## ■ ■ Constituencies and Needs

CAB has different constituencies who depend on it for meeting their various needs including:

Individuals	Constituency Needs
Public – users of facilities	Safety, welfare, accessibility to persons with disabilities, and recourse
Clients – procurers of services	Enforcement, regulation of practice, and recourse
Students	Information and coordination with schools
Candidates	Fair exams, access to licensure, and information
Interns	Fair exams, access to licensure, and information
Licensees	Regulation of practice and unlicensed practice and information
Building Officials	Maintaining standards, regulation, and information
Organizations	Constituency Needs
Legislature	Protection of the public interest and efficient administration of program
Executive Branch	Protection of the public interest and efficient administration of program
Office of Emergency Services	Screening and recruitment of inspectors and response to declared emergencies
Federal Emergency Management Agency	Support and information
Seismic Safety Commission	Information dissemination, collaboration, setting minimum practice standards, and response to earthquakes
Division of the State Architect	Support and information
California Building Officials (CALBO)	Information and coordination
NCARB	Information, participation, and support
American Institute of Architects (AIA) and other professional architectural organization	Regulation of the profession, information, and interstate/international reciprocity
Architectural Schools	Information and coordination
Association of Collegiate Schools of Architecture	Information and coordination
DCA	Support and information
Office of the Attorney General	Information and coordination
Board for Professional Engineers and Land Surveyors	Information and coordination
Contractors State License Board	Information and coordination

## Action Plan

The Action Plan is a dynamic framework for the many activities CAB performs in promoting and meeting its goals. The goals and objectives are assigned to committees, subcommittees, task forces, staff, or individuals as appropriate who create more detailed action plans in order to meet the goals and objectives set by CAB.

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## ■ ■ Professional Qualifications

**GOAL:** Ensure the professional qualifications of those practicing architecture by setting requirements for education, experience, and examinations.

Ongoing Responsibilities	Lead Responsibility
Analyze and recommend educational and experience requirements.	Professional Qualifications Committee
Work toward interstate/international reciprocal recognition with other architectural registration jurisdictions.	Professional Qualifications Committee
Review and make recommendations to revise the Architects Practice Act and CAB's regulations to reflect current practice.	Professional Qualifications Committee
Review and monitor CAB's role in architectural education.	Professional Qualifications Committee
Oversee the content, development, and administration of the California Supplemental Examination (CSE).	Examination Committee
Review the Architect Registration Examination (ARE) and the CSE to ensure they fairly and effectively test the knowledge, skills, and abilities of importance to architectural practice in California.	Professional Qualifications Committee/ Examination Committee
Administer CIDP/IDP.	Professional Qualifications Committee
Explore ways to incorporate and emphasize knowledge of building codes and accessibility requirements in CIDP, ARE, and CSE, specifically Business and Professions Code section (BPC) 5550.1.	Professional Qualifications Committee/ Examination Committee

Objectives	Lead Responsibility	Target Date
1. Analyze results of 2002 Architectural Educators/Practitioners Workshop for potential follow-up actions, plan for next workshop, and report to the Board.	Professional Qualifications Committee	March 2005
2. Develop a plan to research the appropriate level of emphasis of code knowledge in education with the assistance of educators.	Professional Qualifications Committee	December 2005
3. Develop a statistical database to utilize in the evaluation of the effectiveness of CIDP.	Professional Qualifications Committee	December 2005
4. Work with NCARB/AIA to refine CIDP/IDP as appropriate.	Professional Qualifications Committee/Board	January 2006
5. Explore valid options to receive input from end-users with regard to the CSE test plan development.	Examination Committee	January 2006
6. Investigate coverage of sustainable architecture and the building of healthy communities in the ARE and CSE. Begin by looking at job analyses and test plans.	Examination Committee/ Professional Qualifications Committee	January 2006

## Professional Qualifications (continued)

Objectives	Lead Responsibility	Target Date
7. Work with the DCA's Office of Examination Resources to assess the validity of the current CSE and research whether a written format could maintain all standards of validity, test for minimum competency, and be effective and efficient.	Examination Committee	June 2007

## Practice Standards

**GOAL:** Establish regulatory standards of practice for California architects.

Ongoing Responsibilities	Lead Responsibility
Identify areas of practice that require attention by CAB and make recommendations for revising standards of practice contained in the Architects Practice Act and regulations.	Regulatory & Enforcement Committee
Monitor methods of practice and proposed changes in laws that may impact architectural practice and assess their impact on the regulatory process.	Regulatory & Enforcement Committee
Review need to enact additional rules of professional conduct.	Regulatory & Enforcement Committee
Monitor impact of emerging technology on goals and objectives.	Regulatory & Enforcement Committee

Objectives	Lead Responsibility	Target Date
1. Modify rules of conduct to include additional rules as recommended by staff.	Regulatory & Enforcement Committee	December 2005
2. Review statutory language in BPC 5536.22 to determine need to clarify what constitutes authorization to proceed without written contract.	Regulatory & Enforcement Committee	January 2006
3. Monitor building code adoption and its impact on exemptions defined in BPC section 5537, as it relates to materials and methods of construction.	Regulatory & Enforcement Committee	January 2006
4. Conduct research and clarify role of architects in relation to healthy neighborhoods and communities.	Executive Committee (Cynthia Ong/ Kirk Miller Volunteered to Research)	January 2006
5. Monitor and track code change proposal regarding expansion of building official discretionary authority concerning architects' role in construction observation.	Regulatory & Enforcement Committee	April 2006
6. Research architect's role in performing construction observation for non-exempt buildings. Examine previous analyses, political realities, and approaches taken by other states and similar organizations.	<i>*Tabled Until 2006 Strategic Planning Session</i>	
7. Research architect's role in light of increasing use of design-build contracts. Examine previous analyses, political realities, and approaches taken by other states and similar organizations.	<i>*Tabled Until 2006 Strategic Planning Session</i>	

## ■ ■ Enforcement

**GOAL:** Protect consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

Ongoing Responsibilities	Lead Responsibility
Coordinate efforts with NCARB on regulatory and enforcement issues.	Regulatory & Enforcement Committee
Oversee effectiveness of building official contact program.	Regulatory & Enforcement Committee
Monitor impacts of new technology on enforcement procedures.	Regulatory & Enforcement Committee
Implement identified alternative enforcement tools.	Regulatory & Enforcement Committee
Review literature regarding the impact of technology on the profession.	Regulatory & Enforcement Committee
Maintain CAB presence at CALBO and International Code Council (ICC) chapters.	Regulatory & Enforcement Committee
Communicate with building officials to encourage use of the Plan Check Review Process and Evaluation Program, and encourage their cooperation in seeking code compliance.	Regulatory & Enforcement Committee

Objectives	Lead Responsibility	Target Date
1. Collaborate with AIACC on AIACC sponsored legislation to revise BPC sections 5588 and 5589.	Regulatory & Enforcement Committee	June 2005
2. Pursue a Budget Change Proposal for additional enforcement staff pursuant to Sunset Review Committee recommendations.	Staff	September 2005
3. Modify regulations to incorporate approved revisions to CAB's Complaint Disclosure Policy and submit regulatory change package to OAL. Develop and implement Complaint Disclosure Procedures.	Regulatory & Enforcement Committee	December 2005
4. Modify regulations to revise the schedule of administrative fines in CCR section 152 and propose modifications to increase the maximum allowed in BPC section 125.9.	Regulatory & Enforcement Committee	December 2005
5. Modify California Code of Regulations (CCR) sections 134 and 135 as approved by the Board and submit regulatory change package to OAL.	Regulatory & Enforcement Committee	June 2007
6. Investigate the issues of an architect's responsibility in light of outsourcing to other countries. Consult with AIA.	<i>*Tabled Until 2006 Strategic Planning Session</i>	

## ■ ■ Public and Professional Awareness

**GOAL:** Increase public and professional awareness of CAB's mission, activities, and services.

Ongoing Responsibilities	Lead Responsibility
Monitor CAB Communications Plan and recommend expanded communication vehicles as needed.	Communications Committee
Inform CSE commissioners via newsletter.	Staff
Disseminate information to licensees, candidates, consumers, government agencies, students, schools, and others.	Staff
Update written materials and CAB's Web site as needed.	Staff
Fine tune and promote CAB's Web site.	Communications Committee
Maintain a presence at schools of architecture to inform students about licensing requirements.	Staff
Use CAB newsletter to update licensees on issues including building code changes, access compliance, and license requirements.	Communications Committee
Continue Implementation of IDP/CIDP Communication Plan	Communications Committee

Objectives	Lead Responsibility	Target Date
1. Analyze feasibility of establishing a CAB awards program to encourage code compliance and support for CAB goals.	Communications Committee	June 2005
2. Enhance the newsletter to address and support CAB strategic goals. Include information and communications for professionals that are highly relevant to the practice.	Communications Committee	June 2005
3. Improve accessibility of updated Web site per DCA standards.	Communications Committee	December 2005
4. Assess the effectiveness of current dissemination of Board materials in communicating CAB role and messages to consumers and professionals. Evaluate how well and if target audiences are being reached. Research best practices (e.g., CSLB) to identify opportunities for improvement. Update Communications Plan as necessary.	Communications Committee	January 2006



## ■ ■ Organizational Relationships

**GOAL:** Improve effectiveness of relationships with related organizations in order to further CAB's mission and goals.

Ongoing Responsibilities	Lead Responsibility
Maintain working relationship with NCARB.	Executive Committee
Maximize involvement in NCARB and WCARB and obtain appointments to committees and elected office positions.	Executive Committee
Maintain working relationship with AIA, AIACC, and other professional architectural organizations.	Executive Committee
Maintain working relationship with DCA and other state agencies.	Executive Committee
Maintain communications with allied professional organizations (i.e., contractors, engineers, building officials).	Executive Committee
Maintain communication with educational community through liaison program.	Executive Committee
Recruit qualified potential representatives for CAB committees.	Executive Committee
Maintain relationships with major organizations representing primary constituencies including CAB Board member liaisons as needed.	Executive Committee
Monitor proposed legislation which directly or indirectly affects architectural practice.	Executive Committee
Ensure programs, activities, and services are accessible to persons with disabilities.	Staff

Objectives	Lead Responsibility	Target Date
1. Develop a list of resolutions and/or major policy issues to be presented to or reviewed with WCARB and NCARB.	Executive Committee	June 2005

## ■ ■ Organizational Effectiveness and Customer Service

**GOAL:** Enhance organizational effectiveness and improve the quality of customer service in all programs.

Ongoing Responsibilities	Lead Responsibility
Monitor legislation that impacts architectural practice as it relates to the public health, safety, and welfare.	Executive Committee
Monitor implementation of CAB strategic plan.	Executive Committee
Monitor and identify changes and trends in practice.	Executive Committee
Monitor and improve customer service.	Executive Committee
Monitor and improve organizational effectiveness.	Executive Committee
Utilize former CAB members on committees and task forces to maintain organizational memory.	Executive Committee
Conduct new CAB Board member orientation program through one-on-one sessions, printed materials, and use of veteran members as "mentors."	Executive Committee
Conduct annual budget briefing sessions.	Executive Committee
Monitor State budget conditions and maintain clear budget priorities.	Executive Committee
Utilize benchmarking and best practices research, as appropriate.	Executive Committee
Initiate specialized staff training to support strategic plan implementation.	Staff
Link strategic plan, budget, and evaluation.	Executive Committee
Utilize Web site to solicit feedback from licensees.	Communications Committee

Objectives	Lead Responsibility	Target Date
1. Develop a plan for evaluating effectiveness of major CAB programs.	Executive Committee	December 2006
2. Involve Board members in the process for setting budget priorities.	Executive Committee	December 2006

## ■ ■ Performance Measures

CAB measures its performance by the (1) competence of the architects it licenses, (2) quality of services CAB provides, and (3) competitiveness of the marketplace.

### COMPETENCE OF ARCHITECTS

Architects are expected to possess certain knowledge, skills, and abilities. Consumers and clients desire architectural services to be delivered by well-qualified architects. These are the qualities an architect should possess to meet those expectations. CAB's role is to focus on those areas that directly impact public health, safety, and welfare.

#### TECHNICAL EXPERTISE

- Ability to prepare a clear and complete set of working drawings
- Ability to take a concept and work with the client to get it built
- Knowledge of regulatory requirements, including safety, access, and code issues
- Project sustainability
- Understanding of building systems, including materials, structures, and technologies
- Knowledge of how a building is built

#### LEGAL AND ETHICAL PERFORMANCE

- Knowledge of legal requirements
- Utilize written contracts
- Follow rules of conduct
- Meet contractual obligations

#### COMMUNICATION SKILLS

- Graphic communication skills
- Oral communication skills
- Written communication skills

#### CREATIVE ABILITIES

- Design ability, creativity, and knowledge of current design trends

#### LEADERSHIP SKILLS

- Community leadership
- Project management
- Consensus building

## **MANAGEMENT SKILLS**

- Budget and financial management
- On-time delivery
- Contract administration

CAB can utilize these methods and benchmarks to measure whether it is improving the competence of California architects:

- Number and type of complaints
- Focus group meetings with various constituent and user groups
- Building official surveys

## **QUALITY OF CAB SERVICES**

CAB has many constituencies it must serve. They are delineated in the Constituencies and Needs section on page 9. One of CAB's goals is to enhance organizational effectiveness and improve the quality of customer service in all programs.

These methods and benchmarks can provide a basis to measure CAB's performance:

- Number and type of complaints
- Focus group meetings with various constituent groups
- Building official surveys

## **COMPETITIVENESS OF THE MARKETPLACE**

CAB needs to ensure that consumers operate in a fair, competitive marketplace that provides them with a choice of qualified architects. CAB must protect the public's health, safety, and welfare while being careful not to over-regulate the marketplace. It appears that CAB has not set unreasonable barriers to entering the practice given the large number of architects available.

These methods and benchmarks can provide a basis to measure CAB's performance:

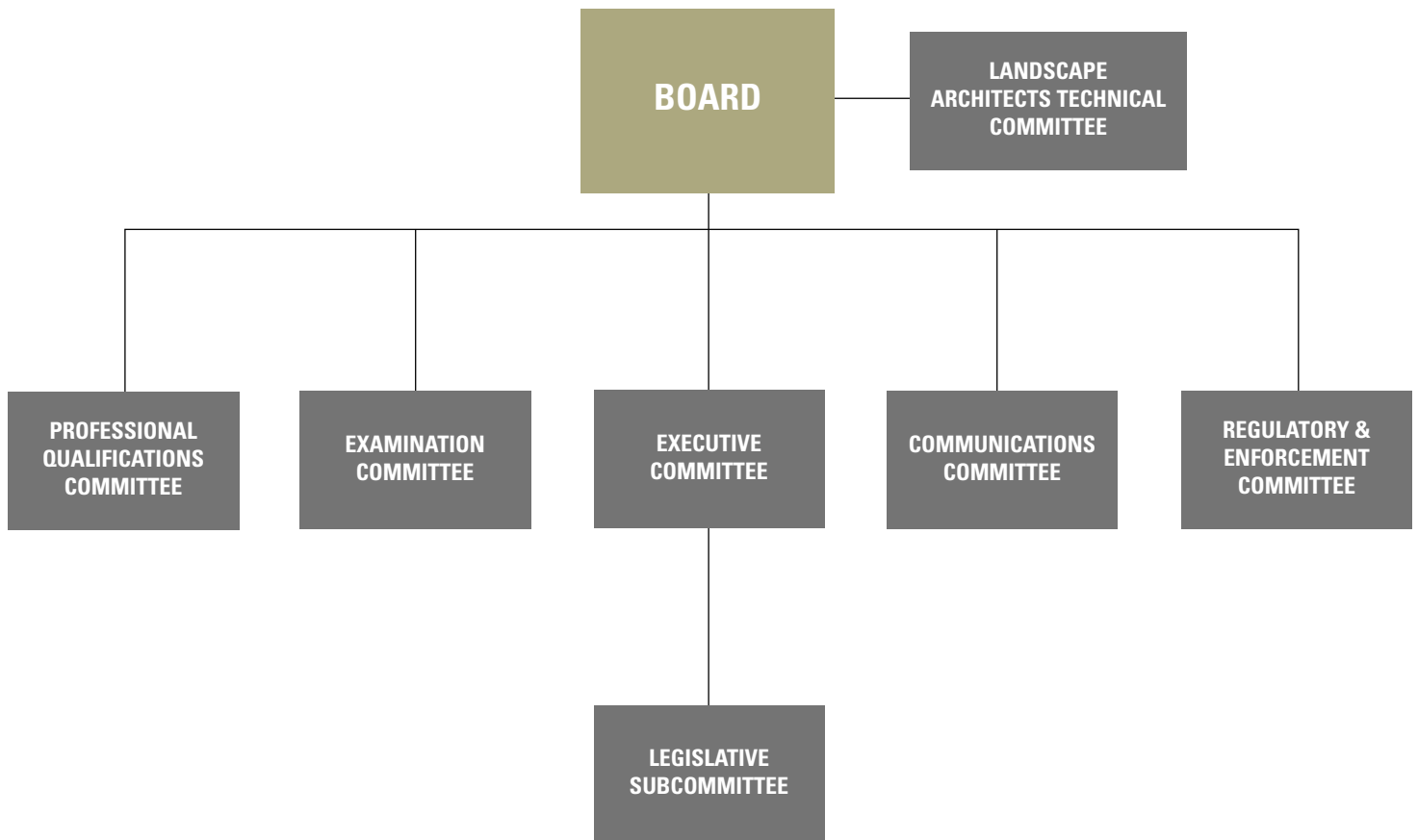
- Comparison with other jurisdictions (per capita, distribution, etc.)
- Exam pass rates
- Trends
- Number of qualified architects

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## ■ ■ Organizational Structure

CAB has developed the organizational structure below to implement its strategic plan. CAB will establish subcommittees and task forces as needed.



## ■ ■ External Factors Influencing CAB

Every annual update of the CAB's strategic plan is preceded by an environmental scan. From an examination of CAB's external environment, CAB members and staff identify the potential issues and challenges, which may effect CAB's ability to carry out its mission over the long term. The following trends and assumptions help form the foundation of CAB's strategic plan.

### CONSUMER AND CLIENT ISSUES

- Clients of architectural services are demanding higher levels of service and quality.
- Increasingly, clients are demanding that architects utilize "sustainable" or "green" building materials and techniques.

### ARCHITECTURAL PRACTICE

- Trend toward specialization in architectural practice will continue.
- More architects are practicing outside the limits of their primary expertise.
- International practice opportunities are increasing.
- Marketplace is experiencing increased pressures to lower fees, increase services, and operate in a compressed timeframe environment.
- The number of lawsuits continues to rise, redefining the standard of care.
- The ability to practice architecture is increasingly restricted by the ability to obtain professional liability insurance.
- Construction defect liability is an issue in the Legislature.
- The number of turn-key and design/build projects continues to increase, thereby increasing potential conflicts of interest between contractors and owners. Responsible control is taken out of the hands of the architect and leaves the owner without a clear advocate.
- The use of program/construction managers is on the rise.
- As the role of construction manager in project delivery grows, the potential threat to public health, safety, and welfare increases, as construction managers are not regulated.
- The use of team approaches to project management and development is increasing.
- Internet allows architects to work on projects at great distances from their home offices.
- Role of principal has evolved from mentor into business manager.
- Architects' salaries are low relative to business and high-tech fields.
- An increasing number of principals are spending less time on traditional architectural functions and more time on business development, client relations, and operating the business.
- Consolidation of architectural firms continues.
- Building security will be a growing concern in the foreseeable future.
- Increasingly architects are signing blueprints that are created outside of their realm of observation, often outside of the country.

## ARCHITECTURAL EDUCATION AND TRAINING

- Architectural education needs to evolve to address new technologies, building systems, and practice trends.
- There is a growing need for partnership among academics, practitioners, and CAB.
- Internships will need to focus on health, safety, and welfare items, such as construction methods, life safety, ADA compliance, and construction document coordination.
- NAAB appears to have reduced its focus on ensuring students effectively demonstrate four of the core competencies related to architectural practice.
- Outsourcing may affect potential internship opportunities.

## CONSTRUCTION INDUSTRY

- Construction activity is showing signs of a recovery.
- Changes in model codes affect local standards and review processes.
- Codes remain in flux.
- Materials' specifications are changing.
- Shift to metric standard continues.
- Trend toward new configurations of professional teams to include designing, building, and construction. This can result in an unclear definition of the architect's responsibility (e.g., in relation to construction defects).
- Building technologies have remained the same, but there are changes in building materials (e.g., straw bale and adobe blocks in residential construction).
- "Green" (environmentally sensitive, energy efficient) architecture is becoming more popular.
- While the construction management function is expanding, it is still unregulated, potentially affecting the public's health, safety, and welfare.
- The construction industry lacks qualified craftspeople to meet current demands.

## ECONOMY

- Economic cycles are less predictable, resulting in more rapid fluctuations affecting the demand for qualified professionals.
- International investors are becoming a bigger factor in the California economy.
- Growing international practices and outsourcing of architectural services puts downward pressure on labor costs and quality of service.
- More clients are demanding faster project delivery.
- Alternative careers (e.g., entertainment, computers) are expanding.
- The quality of plan checking is likely to be affected by downsized local building departments.



## GOVERNMENTAL APPROACH

- Severe State budget constraints are likely to continue.
- California Performance Review has proposed having state boards operate as bureaus under an umbrella agency.
- Efforts to restructure and streamline government continue.
- Sunset Review recommended that CAB allocate more funding towards addressing enforcement issues, diverting funding from possible research and development efforts.
- Not all civil judgments with values greater than \$5,000 in cases involving architects are being reported to CAB as required by law.
- Unregulated construction management may have a negative effect on architectural control.
- Government by initiative is becoming more commonplace.
- Electronic service delivery using the Internet is increasingly common.
- CAB office will relocate by January 2006.

## INTERSTATE AND INTERNATIONAL PRACTICE

- Practice of architecture is becoming increasingly interstate and international in nature. The opening of the international marketplace, symbolized by North American Free Trade Agreement and General Agreement on Trade Tariffs, broadens the scope of trade.
- This trend increases the need for greater uniformity of licensing requirements as more out-of-state consultants are hired and technology increases the ease of communications and information transfer.
- Architects are using foreign firms to do construction documents.
- There is increased foreign investment in California businesses and infrastructure.
- NCARB continues to emphasize consistency in licensing requirements to achieve reciprocity.

## DEMOGRAPHICS

- California's population continues to become more diverse. All regions of California are projected to continue to grow.
- California's population is growing in high-risk areas (e.g., flood plains, earthquake-prone regions).
- California's infrastructure, roads, utilities, and housing supply are not keeping pace with our growing population.
- Increased elderly and young populations affect needed services.
- Increased cultural diversity affects consumers, regulators, and the education system.
- Increase in population affects natural resources (e.g., air, water, and space), infrastructure, and the education system.

## INFORMATION TECHNOLOGY

- Electronic technology greatly expands opportunities for communication and control over the preparation of technical documents.
- Technology also impacts the regulatory environment, as products such as engineering software and prototype plans become increasingly available.
- Changes in technology necessitate changes in regulation of architects to address issues such as computer-aided design, supervision/apprenticing of beginning architectural interns, etc.
- Traditional architectural skills can be compromised by 3-D drawing programs. Costly technological innovation puts additional pressure on individuals and smaller firms who may not be able to keep up.
- Technology has put less emphasis on paper documents.
- Some architects lack technological competency. Their challenge is to learn how to manage and regulate the technology properly.
- Technological innovations in modeling and engineering have created opportunities for new designs and new structures.
- Technology is impacting record documentation and the assignment of liability and negligence.
- Web-based project management will continue to impact project delivery, thereby making document control, accuracy, and integrity more critical.

## ■ ■ Communications Plan

To support its strategic priorities, the California Architects Board (CAB) conducts information and outreach activities. This plan presents key messages, existing communications channels, and preliminary strategies for improving external communications.

### AUDIENCES

CAB provides information to six main audiences:

- Consumers (clients of architects)
- Candidates and pre-candidates (interns and students)
- Professionals (licensed architects)
- Building officials
- Allied professionals (other design and construction professional associations and licensing boards)
- Architectural education community

#### **CONSUMERS (CLIENTS OF ARCHITECTS)**

##### ***Messages and Key Information***

Consumers need information on how to choose the right architect and how to address complaints during or after projects. Other important consumer information includes:

- Guidelines on hiring architects, including criteria
- Consumer rights
- Assistance available from CAB

This information requires greater visibility and needs to be targeted more directly to specific audiences based on the importance of data as it relates to the public's health, safety, and welfare.

##### ***Existing Communications Channels***

- Consumer's Guide to Hiring an Architect (print and Web site)
- Information sheets (print and Web site)
- Post-disaster forums and press releases
- Press releases

##### ***Preliminary Strategies***

- Articles in trade association and consumer magazines
- Articles in local newspapers (home sections)
- Outreach via related associations, such as local boards of realtors
- Liaison with Department of Consumer Affairs

## ***CANDIDATES AND PRE-CANDIDATES (INTERNS AND STUDENTS)***

### ***Messages and Key Information***

Candidates for examinations and those considering the profession need accurate, timely information. Students need information and guidance about the necessary requirements of the practice of architecture, and exam candidates need detailed information about the licensure process to avoid costly mistakes. Other important information includes:

- Education requirements
- Experience requirements
- Written and supplemental examination requirements
- License requirements
- Practice limitations for those without licenses
- Background on CAB
- Standards of practice information
- Other states' requirements (e.g., in regard to reciprocity)

### ***Existing Communications Channels***

- Candidate's Handbook (print and Web site)
- National Council of Architectural Registration Boards' Web site and documents
- American Institute of Architects, California Council (AIACC) Construction Specifications Institute (CSI), and Society of American Registered Architects (SARA) meetings, chapter meetings, and publications
- Seminar presentations

### ***Preliminary Strategies***

- Expand information and applications available on CAB's Web site
- Provide more information to students and provide it earlier in their educational endeavors
- Create and distribute a poster to schools to display information referencing CAB's Web site and available publications
- Create and distribute Comprehensive Intern Development Program (CIDP) Handbook

## ***PROFESSIONALS (LICENSED ARCHITECTS)***

### ***Messages and Key Information***

Licensed professionals require up-to-date information to stay current in the field and provide quality architectural services. This pertains especially to sole practitioners and unaffiliated architects. Important information topics include:

- Architects Practice Act (law and regulations)
- Standards of practice
- Disciplinary actions
- Issues of practice (e.g., codes, professional trends, etc.)

***Existing Communications Channels***

- CAB's quarterly newsletter (print and Web site)
- Architects Practice Act with Rules and Regulations (print and Web site), changes in law are highlighted
- AIACC, CSI, and SARA meetings, chapter meetings, and publications

***Preliminary Strategies***

- Contract with consultant to upgrade graphics on all reports and publications
- Develop contact plan for AIACC (Executive Committee) and its chapters
- Expand publication dissemination to licensees
- Implement the IDP/CIDP Communication Plan

***BUILDING OFFICIALS******Messages and Key Information***

Building officials need to know which plans require professionals, and who are licensed architects. Other information needed by these agencies includes:

- Architects Practice Act (laws and regulations)
- Guidance in interpreting the Act
- Licensee information
- Disciplinary actions

***Existing Communications Channels***

- Building Official Information Guide (print)
- Architects Practice Act with Rules and Regulations (print and Web site)
- California Building Officials (CALBO) meetings
- Tables at CALBO meetings
- International Conference of Building Officials (ICBO) chapter meetings
- Visits to building officials
- Annual surveys

***Preliminary Strategies***

- Work with ICBO to create code pamphlets

## **ALLIED PROFESSIONALS**

### **(OTHER DESIGN AND CONSTRUCTION PROFESSIONAL ASSOCIATIONS AND LICENSING BOARDS)**

#### ***Messages and Key Information***

Professional associations for design and construction industries (e.g., contractors, engineers, geologists, and building industry associations) need to be kept informed of CAB's activities which may impact their organizations and the industries they represent. Likewise, the state licensing boards which regulate those industries need to be kept informed of activities that may impact their boards and the professions they regulate.

#### ***Existing Communications Channels***

- Newsletters
- Web site
- DCA Executive Officers Council
- Web site links to affiliated professionals' Web sites
- Architectural/engineering meetings

#### ***Preliminary Strategies***

- Interact with Board for Professional Engineers and Land Surveyors and Contractors State License Board (Executive Committee)

## **ARCHITECTURAL EDUCATION COMMUNITY**

#### ***Messages and Key Information***

California schools with architectural programs (i.e., colleges, universities, and community colleges) and high schools need to know about licensure and candidate information. These include:

- Examination/licensure requirements
- Candidate exam pass rates
- IDP/CIDP
- CAB programs

#### ***Existing Communications Channels***

- Candidate's Handbook (print and Web site)
- Summary of Architect Registration Examination (ARE) pass rates by school
- Education forums

#### ***Preliminary Strategies***

- Expand education forums
- Meet at schools when possible
- Distribute CIDP Handbook when completed

### **GRAPHIC STANDARDS**

CAB will maintain and update its graphic standards to ensure clarity, consistency, and accuracy of information in all printed materials and publications.

### **WEB SITE**

The Internet is being used effectively as a tool to reach all audiences through links to and from related sites. The current site functions well and has outstanding graphics. CAB will continue to improve Web site access, ease of use, and value to users.



## **California Architects Board**

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